Wyoming is an untamed place, home to majestic mountain ranges, an abundance of wildlife, and millions of acres of public lands.
In 2016, Governor Matt Mead announced an initiative to promote the outdoor recreation industry in Wyoming. The Outdoor Recreation Task Force was formed to work with private and public stakeholders to develop recommendations to grow Wyoming’s outdoor recreation economy.

The task force created and distributed a survey, distributed comment cards, and met between December 2016 – May 2017 to discuss policy recommendations. It also held four listening sessions open to the public. The meetings and listening sessions were held around the state to gain a variety of comments and suggestions. Results of the task force’s survey can be found beginning on page 6.

Building on the task force’s momentum and efforts, Wyoming Business Council staff surveyed businesses in the outdoor recreation industry. The outdoor recreation industry was identified by the Wyoming Business Council as one of six key industries for the state of Wyoming. These key industries were targeted because of their potential to grow and diversify Wyoming’s economy, and, are the focus of the Wyoming Business Council’s business development initiatives.

The growth and expansion plans for the outdoor recreation industry in Wyoming are promising.

Between 2012 and 2017, Wyoming realized over $1 billion increase in consumer spending, $200 million increase in wages & salaries, and $214 million increase in state & local tax revenue.

<table>
<thead>
<tr>
<th>Area</th>
<th>2012 Report</th>
<th>2017 Report</th>
<th>Increase</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer Spending</td>
<td>$4.5 Billion</td>
<td>$5.6 Billion</td>
<td>$1.1 Billion</td>
<td>21.8%</td>
</tr>
<tr>
<td>Direct Jobs</td>
<td>50,000</td>
<td>50,000</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Wages &amp; Salaries</td>
<td>$1.4 Billion</td>
<td>$1.6 Billion</td>
<td>$200 Million</td>
<td>13.3%</td>
</tr>
<tr>
<td>State &amp; Local Tax Revenue</td>
<td>$300 Million</td>
<td>$514 Million</td>
<td>$214 Million</td>
<td>52.6%</td>
</tr>
</tbody>
</table>

Source: Outdoor Industry Association, 2017

Outdoor recreation in Wyoming creates more jobs than Oil, Gas, Mining & Extraction Combined (50,000 compared to 27,000). (Source: Outdoor Industry Association, 2017)

In terms of indirect spending, the Outdoor Industry Association (OIA) reports that for every dollar directly spent on outdoor products, $4 is indirectly spent on food, lodging and transportation. (Source: Wyoming SBDC Network Market Research Center)

At least 73% of Wyoming residents participate in outdoor recreation each year. (Participants in hunting, fishing and wildlife viewing were estimated separately and are not part of this figure). (Source: Outdoor Industry Association, 2017)
Activities that make up the Outdoor Recreation Economy Include:

**CAMPING**
- Rustic lodge
- RV campsite
- Tent campsite

**CAVING**

**FISHING**
- Recreational Fly
- Recreational Non-Fly

**HUNTING AND SHOOTING SPORTS**
- Bow
- Rifle
- Shotgun

**MOTORCYCLING**
- On-Road
- Off-Road

**OFF-ROADING**
- 4x4 and Jeep
- ATV
- Dune buggy
- Remotely Operated Vehicles

**WATER SPORTS**
- Boating
- Canoeing
- Kayaking
- Rafting
- Sailing
- Scuba diving
- Snorkeling
- Stand-up paddle-boarding
- Surfing

**WHEEL SPORTS**
- Bicycling, off-road
- Bicycling, paved road
- Roller blading
- Skateboarding

**TRAIL SPORTS**
- Backpacking
- Day hiking on trail
- Horseback riding
- Mountaineering
- Rock or ice climbing
- Running 3+ miles

**SNOW SPORTS**
- Downhill skiing
- Ice skating
- Snowboarding
- Snowmobiling
- Snowshoeing
- Telemark skiing

**WILDLIFE VIEWING**
- Photography

Source: Wyoming SBDC Network Market Research Center
Outdoor Products Manufactured and/or Distributed in Wyoming

- Ammunition
- Animal Care Products
- Binoculars
- Firearms
- Fishing Lures & Flies
- Gun & Rifle Cases
- Hunting & Shooting Accessories
- Knives
- Optics
- Outdoor Recreation Gear, Clothing & Equipment
- Snowboards
- Snow Skis
- Suppressors
The Wyoming Business Council interviewed a sampling of outdoor recreation businesses from all the agency’s seven regions of the state. There are an estimated 170 outdoor recreation companies located in the state; the businesses interviewed represent 22% of that industry. It is difficult to identify the total number of outdoor recreation businesses, as many of these companies can be categorized under several different industry classifications.

Businesses were surveyed utilizing the Synchronist Business Information System. The Synchronist system is a client relationship management program specifically designed for economic development purposes. The system is designed to assist economic developers in gathering business intelligence and generating data to expand programs and initiatives to help grow a community’s economy.

The analysis of the gathered data will enable the state of Wyoming to create recommendations for the growth of this industry, help generate trend and economic impact analyses, identify expansion opportunities, and assist existing businesses and citizens with the services and programs offered through the Wyoming Business Council, the Business Resource Network, and other state and local partners.

### PRIMARY COMPANIES
Import capital into the community from outside the region

<table>
<thead>
<tr>
<th>Type of Facility</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>40%</td>
</tr>
<tr>
<td>Distribution</td>
<td>20%</td>
</tr>
<tr>
<td>Headquarters</td>
<td>20%</td>
</tr>
<tr>
<td>Office Operation</td>
<td>20%</td>
</tr>
</tbody>
</table>

86% have their facilities located only in America. The majority of primary businesses surveyed considered their type of facility to be manufacturing. The other types of facilities that are often found with primary companies in this industry include: distribution, headquarters and office operations.

89% consider their primary markets are national. Most of these companies bring outside dollars into the state of Wyoming, as their customers are located throughout the United States.

### SECONDARY COMPANIES
Convention, retail, tourism & services

<table>
<thead>
<tr>
<th>Type of Business</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail</td>
<td>67%</td>
</tr>
<tr>
<td>Service</td>
<td>37%</td>
</tr>
</tbody>
</table>

70% of businesses are an independent model. The majority of secondary businesses (67%) in the outdoor recreation industry are categorized as retail. The remaining businesses are classified as service businesses. Furthermore, most of the secondary businesses interviewed classified their business sector as either recreation (37%) or retail outlets (32%).

### Business Sector

<table>
<thead>
<tr>
<th>Recreation</th>
<th>37%</th>
<th>Accommodations</th>
<th>10%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail Outlets</td>
<td>32%</td>
<td>Cultural</td>
<td>5%</td>
</tr>
<tr>
<td>Service-Consumer</td>
<td>11%</td>
<td>Home improvement</td>
<td>5%</td>
</tr>
</tbody>
</table>
Outdoor recreation is Growing

The outdoor recreation industry in Wyoming is growing. 78% of the primary businesses surveyed have introduced new products in the last five years, with 56% reporting they have new products anticipated within the next two years. Secondary businesses in the outdoor recreation industry are also seeing growth. While only 36% of secondary businesses surveyed had introduced a new product or service in the last three years, 46% of these businesses have plans for a product or service change within the next two years.

The outdoor recreation industry plans to expand.

67% of primary businesses surveyed reported they have plans to expand during the next 3 years, with 60% of secondary businesses stating they will either expand or renovate during the same timeframe.

67% of primary businesses plan to expand

When asked if there was any reason their community may not be considered for an expansion, 62% of primary companies answered yes. Of those, the reasons their community may not be considered for an expansion include: housing costs; market trends; and lack of an available, skilled workforce. Utility needs for potential expansions are mostly stable, but there is a common theme of internet access, internet speed, cellular service, and telecom needs increasing.

60% of secondary businesses plan to expand or renovate

These expansion plans for secondary businesses could result in 57% increase in employment.

The outdoor recreation industry in Wyoming is increasing sales.

67% of primary businesses see their international sales increasing.

International Sales
Increasing ............ 67%
Stable ............... 22%
No International Sales .... 11%

60% of secondary companies’ international sales are increasing, with the other 40% reporting sales are stable. None of the businesses surveyed reported declining sales.

The outdoor recreation industry in Wyoming also shows a unique and entrepreneurial spirit.

The majority of primary businesses spend money on research & development (R&D). In fact, most of these companies (56%) spend more than 6% of their sales on R&D activities.

Money Spent on R&D as a Percent of Sales

<table>
<thead>
<tr>
<th>Percent of Sales</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over 6%</td>
<td>56%</td>
</tr>
<tr>
<td>1-2%</td>
<td>22%</td>
</tr>
<tr>
<td>3-6%</td>
<td>11%</td>
</tr>
<tr>
<td>None</td>
<td>11%</td>
</tr>
</tbody>
</table>

Furthermore, 75% of secondary businesses surveyed stated that they serve market niches and/or sell customized products.
In 2017, the outdoor recreation economy in Wyoming generated 50,000 direct jobs with wages & salaries at $1.6 billion (an increase of 13.3% since 2012).

### Primary Business Employment

100%

Businesses with less than 100 Employees

### Secondary Business Employment

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Employee Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>48%</td>
<td>Over 750 Employees</td>
</tr>
<tr>
<td>5%</td>
<td>Between 250-500 Employees</td>
</tr>
<tr>
<td>47%</td>
<td>Less than 100 Employees</td>
</tr>
</tbody>
</table>

Most of the primary businesses responded that the number of unfilled positions is currently stable, with 22% experiencing an increase in the number of unfilled positions and 22% seeing a decrease.

Furthermore, the majority of primary businesses (56%) stated they anticipate significant changes in the makeup of their workforce in the near future (including hiring, releasing or replacing employees).

#### Number of Unfilled Positions

- Stable: 56%
- Increasing: 22%
- Decreasing: 22%

#### Significant Changes in the Makeup of Your Workforce

- Yes: 56%
- No: 44%

Currently, the number of unfilled positions for secondary businesses is stable, but 24% stated they anticipate seeing an increase in the number of unfilled positions at their facilities. Secondary businesses are also anticipating changes in their workforce, with 54% projecting employment needs for their facility.

#### Number of Unfilled Positions

- Stable: 76%
- Increasing: 24%

#### Projected Employment Needs for this Facility

- Increasing: 54%
- Stable: 46%
Wyoming is working on creating a talented workforce.

Of the primary businesses surveyed, 45% anticipate increasing their investment in employee training and 33% plan to keep that investment stable. None of the primary businesses surveyed have plans to decrease their investment in employee training.

Furthermore, none of the secondary businesses anticipate decreasing their investment in employee training, while 71% plan to keep their investment in employee training stable.

Recruitment was a common concern among outdoor recreation businesses. 56% of primary companies interviewed reported they have problems with recruiting talent, with 78% stating that those recruitment problems are primarily related to their community (versus the industry). Half of the primary companies stated they have problems recruiting administrative/clerical positions, 25% of businesses have difficulties finding motivated employees, and the remaining 25% stated their recruitment problems are based on lack of affordable housing within their community.

Secondary companies in the outdoor recreation industry also have some difficulty with recruitment. 33% of companies surveyed have difficulty filling skilled production positions. Other common responses included difficulty finding management/marketing/sales and unskilled production.

<table>
<thead>
<tr>
<th>Primary Business Recruitment Problems Linked to</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community</td>
</tr>
<tr>
<td>78%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Position Most Difficult to Fill</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skilled Production</td>
</tr>
<tr>
<td>33%</td>
</tr>
</tbody>
</table>
Local, state and federal regulations can affect the health and potential growth of any business, and those in the outdoor recreation industry in Wyoming are no exception. Companies surveyed were asked if they anticipate adverse and/or beneficial legislative changes that could impact their business in the near future.

**Primary Companies**

75% of primary companies anticipate federal legislative changes that could adversely affect their business. Most of these businesses cited industry-specific changes, and included the following topics:

- Global warming regulations (could impact snow levels)
- Cost & Time to obtain USFS permits
- Possible State Sales Tax on tickets
- Hearing Protection Act (silencer suppressor) – federal regulation affecting firearm legislation
- Potential privatization of federal lands

A few businesses also cited local housing regulations as a potential legislative change that could affect any business (no matter the industry). None of the primary companies surveyed anticipate legislative changes that could positively impact their business.

**Secondary Companies**

54% of secondary companies surveyed anticipate adverse legislative changes. Secondary businesses cited adverse industry-specific and general business changes equally. The industry-specific changes included:

- Potential privatization of federal lands
- Increased cost of license fees
- State regulations seem to change constantly

The topics that could potentially impact any business negatively included:

- H-2B Federal Program (visa program)
- Decreased State Budget (particularly in regard to education)
- North American Free Trade Agreement (NAFTA)
- Lack of funding for programs that support local infrastructure

48% of secondary companies surveyed anticipate legislative changes that could benefit their business. Most companies cited changes that could benefit any business, including:

- Increased oil & gas development

Industry-specific legislative changes that secondary businesses cited included:

- Increased military spending
- Hearing Protection Act (silencer suppressor) – federal regulation affecting firearm legislation
- State regulations reducing/easing federal regulations
- Maintaining multiple uses on public lands

One of the questions asked of these businesses was to rank between 1 and 7 (1 being low/poor, 7 being high/excellent) the quality, availability, stability and productivity of their workforce. The two graphs below show the most satisfaction with the productivity and quality of the workforce in Wyoming; however, the availability and stability of the workforce is more of a challenge for employers.
Outdoor Recreation in the Community

Work where you live, and live where you play.
Where a business is located can play a major role in the success or failure of that business. For this reason, each business surveyed was asked what it considers as its community’s strengths and weaknesses. Common responses for community strengths across all businesses included a great quality of life and good accessibility to customers and suppliers. Common weaknesses seen across Wyoming communities included an inadequate supply of a skilled workforce and a high cost of living.

Prime Companies

<table>
<thead>
<tr>
<th>Top 3 Community Strengths</th>
<th>Top 3 Community Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good Transportation System</td>
<td>High Cost of Doing Business</td>
</tr>
<tr>
<td>Location</td>
<td>High Cost of Living</td>
</tr>
<tr>
<td>Positive Quality of Life</td>
<td>Inadequate Labor - Skilled Worker Supply</td>
</tr>
</tbody>
</table>

Community Changes

<table>
<thead>
<tr>
<th>Changes within a local community can also have major impacts on the businesses located there.</th>
</tr>
</thead>
<tbody>
<tr>
<td>64% of secondary companies surveyed anticipate upcoming changes within their community or the state that could impact their business.</td>
</tr>
<tr>
<td>42% of the companies surveyed see development changes occurring within their communities that could have an impact on their business. The second most common response was the recent economic downturn has and may continue to impact local businesses in the outdoor recreation industry.</td>
</tr>
</tbody>
</table>

Community Changes

- Development . . . . . . . . . 42%
- Economic Downturn . . . . . . 23%
- Local/State Regulations . . . 19%
- Infrastructure . . . . . . . . 13%
- Demographics . . . . . . . . . 3%

Furthermore, 78% of the primary companies surveyed believe there are barriers to growing their business in their community. The most common barrier cited was that the skilled labor supply in their community is inadequate.

Barriers to Growth

<table>
<thead>
<tr>
<th>Skilled Worker Supply</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inadequate . . . . . . . . . . 34%</td>
</tr>
<tr>
<td>Building/Land Availability or Cost . . . . . . . . . . . . 22%</td>
</tr>
<tr>
<td>Transportation Weaknesses . . . . . . . . . . . . 22%</td>
</tr>
<tr>
<td>Cost of Living . . . . . . . . . . . . . . . . . . . . . . . 11%</td>
</tr>
<tr>
<td>Unskilled Labor Supply</td>
</tr>
<tr>
<td>Inadequate . . . . . . . . . . . . . . . . . . . . . . . . . 11%</td>
</tr>
</tbody>
</table>
The services offered within a community are also an important factor in business health and potential growth.

### Secondary Companies

<table>
<thead>
<tr>
<th>Top 3 Community Strengths</th>
<th>Top 3 Community Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive Quality of Life</td>
<td>Low Population</td>
</tr>
<tr>
<td>Customer, Supplier Accessibility</td>
<td>Poor Community Services</td>
</tr>
<tr>
<td>Good Community Services</td>
<td>High Cost of Living</td>
</tr>
</tbody>
</table>

#### Community Strengths

- **Positive Quality of Life**: 48%
- **Customer, Supplier Accessibility**: 28%
- **Good Community Services**: 12%
- **Business Mix, Services**: 4%
- **Positive Community Leadership**: 4%
- **Low Cost of Doing Business**: 4%

#### Community Weaknesses

- **Low Population**: 16%
- **Poor Community Services**: 13%
- **High Cost of Living**: 13%
- **Poor Customer, Supplier Accessibility**: 13%
- **High Cost of Doing Business**: 9%
- **Inadequate Labor-Skilled Worker Supply**: 9%
Respondents were asked to rank their community's services from 1 to 7 (1 being low/poor, 7 being high/excellent). Primary businesses ranked fire protection as the highest (6.5), and highways and regulatory enforcement (4.0) as the lowest. Secondary businesses had police protection as their highest ranked community service (6.78); the lowest ranked service was public transportation (3.47).

### Community Services Rankings (average)

<table>
<thead>
<tr>
<th>Primary Businesses</th>
<th>Secondary Businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Protection</td>
<td>Police Protection</td>
</tr>
<tr>
<td>Police Protection</td>
<td>Highways</td>
</tr>
<tr>
<td>University</td>
<td>Visitors Bureau</td>
</tr>
<tr>
<td>Trucking</td>
<td>Ambulance, Paramedics</td>
</tr>
<tr>
<td>Air Passenger Service</td>
<td>Chamber of Commerce</td>
</tr>
<tr>
<td>Economic Development Organization</td>
<td>Fire Protection</td>
</tr>
<tr>
<td>Air Cargo</td>
<td>Sign Regulations</td>
</tr>
<tr>
<td>Ambulance, Paramedics</td>
<td>K-12 Schools</td>
</tr>
<tr>
<td>Technical and/or Community Colleges</td>
<td>Traffic Control</td>
</tr>
<tr>
<td>County Services</td>
<td>Economic Development Organization</td>
</tr>
<tr>
<td>K-12 Schools</td>
<td>Technical and/or Community Colleges</td>
</tr>
<tr>
<td>Community Services</td>
<td>Healthcare Services</td>
</tr>
<tr>
<td>Health Care Services</td>
<td>Local Streets &amp; Roads</td>
</tr>
<tr>
<td>Child Care</td>
<td>Spousal Employment</td>
</tr>
<tr>
<td>Property Tax Assessment</td>
<td>Worker Services</td>
</tr>
<tr>
<td>Community Planning</td>
<td>Property Tax Assessment</td>
</tr>
<tr>
<td>Worker Services</td>
<td>University</td>
</tr>
<tr>
<td>Traffic Control</td>
<td>Streetscape Maintenance</td>
</tr>
<tr>
<td>Local Streets &amp; Roads</td>
<td>Zoning Changes &amp; Permits</td>
</tr>
<tr>
<td>Zoning Changes &amp; Permits</td>
<td>Regulatory Enforcement</td>
</tr>
<tr>
<td>Public Transportation</td>
<td>Community Planning</td>
</tr>
<tr>
<td>Chamber of Commerce</td>
<td>Airline Passenger Service</td>
</tr>
<tr>
<td>Highways</td>
<td>Child Care</td>
</tr>
<tr>
<td>Regulatory Enforcement</td>
<td>Housing</td>
</tr>
<tr>
<td></td>
<td>Public Transportation</td>
</tr>
</tbody>
</table>
**Outdoor Recreation Overview**

**The outdoor recreation economy in Wyoming is growing**

In 2017, the outdoor recreation economy in Wyoming generated:
- $5.6 billion in consumer spending
- $1.6 billion in wages & salaries
- $514 million in state & local tax revenue
- 50,000 direct jobs

In 2016 Governor Matt Mead created the Outdoor Recreation Task Force to work with private and public stakeholders to develop recommendations to grow Wyoming’s outdoor recreation economy.

The majority of outdoor recreation businesses in Wyoming have plans to expand and/or renovate during the next three years.

Outdoor recreation businesses in Wyoming reported increases in sales.

**Workforce development initiatives are key**

Wyoming Business Council findings coincide with the findings of the Outdoor Recreation Task Force.
- Many businesses that responded to the Wyoming Business Council survey said unavailable labor is a detriment to the growth of their business and the outdoor recreation industry. The Outdoor Recreation Task Force’s survey showed that nearly of respondents cited difficulties in finding trained, capable employees for their businesses.

Most of the primary companies surveyed believe the biggest barrier to growth within their community was an inadequate supply of skilled labor.

Community weaknesses are areas of opportunity for improvement. The most common weaknesses cited were:
- High cost of living
- Inadequate supply of workforce
- Low population

There are opportunities to support this industry in Wyoming. Most outdoor recreation businesses in Wyoming anticipate adverse legislative issues.
What’s Next

For the Industry

• Establish industry leadership group charged with defining industry vision, strategy, priorities, and driving implementation of the action plan. Work with industry group on the following actions:
  • Attract and retain outdoor recreation businesses
  • Explore and implement innovative funding strategies to enhance the outdoor recreation economic sector
  • Develop tools and partnerships to enhance state and local recreation economies, infrastructure and planning
  • Promote, increase, enhance and support inclusive outdoor recreation programs and train a qualified and diverse outdoor recreation workforce

• Recruit more companies by promoting Wyoming and Wyoming’s outdoor industry firms by providing greater visibility for the outdoor industry brand and the lifestyle that informs it

• Focus on Workforce Development initiatives
  • Work with Wyoming Grown to target talent for recruitment
  • Work with the Department of Workforce Services and other strategic partners on enhancing workforce development in the state

For Businesses

• Continue to listen to the challenges and opportunities of individual businesses

• Identify and assist businesses that have plans and the potential to expand their operations

• Identify and assist businesses that need export and/or new markets expansion assistance

• Identify and assist businesses that grow R&D in this industry

For Communities

• Develop the Tourism Toolkit
  • Local tourism capacity is important to build and support one of Wyoming’s largest industries
  • The Tourism Toolkit will provide resources to build local capacity and help communities capture tourism dollars and showcase the assets our communities have to offer

• Work with communities on implementing the Housing Toolkit
  • Affordable and available housing was often cited as a barrier to workforce development
  • It is also critical to economic and community development, quality of life, and talent attraction/retention

• Continue to use Business Ready Community (BRC) funding for community amenities
Resources

Business Technical Assistance

The Wyoming Small Business Development Center Network and Manufacturing-Works are part of the Wyoming Business Resource Network, a partner of the University of Wyoming and the Wyoming Business Council.

The network’s one-on-one services include:

- Business plan development
  Contact: Cindy Unger, 307-234-6685

- Federal Government Contracting (Procurement Technical Assistance Center – PTAC)
  Contact: The Wyoming SBDC network is in the process of hiring a program manager. Please contact the SBDC Network’s Laramie regional office at 307-766-3505.

- Patent Searches
  The Wyoming Technology Transfer and Research Products Center assists Wyoming inventors in technology transfer, and in the process of protecting, marketing and licensing innovations.
  http://www.uwyo.edu/rpc/for-independent-inventors/
  Contact: 307-766-2520.

- Market research assistance for Wyoming small businesses, innovators and entrepreneurs.
  http://www.wyomingsbdc.org/bus/business-services/marketing-business/market-research-center
  Contact: 307-766-3505

- Manufacturing Solutions
  http://manufacturing-works.com/
  Contact: 307-766-4811

Access to Capital

SBIR

The Wyoming SBIR/STTR Initiative (WSSI) is a part of the Wyoming Small Business Development Center Network in partnership with the University of Wyoming and the Wyoming Business Council. The federally funded initiative assists Wyoming small businesses and individuals in accessing the funding opportunities provided by the Small Business Innovative Research (SBIR) and Small Business Technology Transfer (STTR) programs – over $2 billion annually. WSSI offers services including training, access to mentors, networking and the Phase 0/00 program, which provides contracts to build your team, collect preliminary data, cover proposal development costs, and more. This program has been used by Wyoming companies such as Kennon Products in Sheridan to apply for and secure federal government research and product contracts.
http://www.uwyo.edu/sbir/
Contact: Kelly Haigler Cornish, 307-766-2904

Breakthrough 307

Breakthrough 307 (BT307) was formed in the past year to fill the funding gap for start-up companies in Wyoming and the Rocky Mountain West. The group of Wyoming-based investors also strives to ensure that these entrepreneurs are surrounded by a culture of like-minded individuals, as well as access to resources they need to become successful companies.
http://breakthrough307.com
Contact: Jerad Stack. 307-215-3086.

Wyoming Business Council

Loan Programs

- Wyoming Partnership Bridge Loan – The Wyoming Business Council can participate with a local lender on a loan to a business. The state’s portion of the participation may be up to 35 percent of the project (maximum of $1 million) in a shared note and collateral position with the local lender. The interest rate is set at 5 percent (fixed) for the first five years of the loan participation.

- Wyoming Partnership Guaranteed Loan Participation – The Wyoming Business Council can participate with a lender that has secured a federal guarantee (i.e. U.S. Small Business Administration or U.S. Department of Agriculture) to guarantee repayment of a loan made to a business. The maximum participation by the Business Council shall be 50 percent of the loan or $2 million, whichever is less. The interest rate is set at 5 percent (fixed) for the first five years of the loan participation.

- Economic Development Large Project – The program allows the Wyoming State Treasurer to lend funds for the benefit of Wyoming businesses. The loan may finance the purchase, construction and installation of buildings or equipment that will add economic value to goods, services or resources within the state. The minimum loan amount is $5 million, and the applicant must contribute at least 25 percent of the total project cost.

- Tax-Exempt Industrial Development Revenue Bonds – Bonds are issued in the name of a city, town, county or state authority. Use of proceeds and types of qualifying projects are determined by Internal Revenue Service rules. Contact the Wyoming Business Council to learn more about the state’s volume cap allocation.
  Contact: Josh Keefe, Economic Development Finance Manager, 307-777-2882

Infrastructure Development

The Wyoming Business Council’s Business Ready Community grant and loan program provides financing for publicly owned infrastructure to assist the start-up, retention, expansion or location of a specific committed business. The maximum award is $3 million with a 10 to 30 percent match. Cities, towns, counties, joint powers boards and the Eastern Shoshone and Northern Arapaho tribes are eligible to apply for funding.
Contact: Julie Kozlowski, Community Development Director, 307-777-2812
Resources

Access New Markets

Trade Show Incentives – The Wyoming Business Council’s Trade Show Incentive Grant program defrays costs for Wyoming businesses attending trade shows to expand into regional, national and international markets. The grant reimburses companies up to 50 percent of approved expenses to attend a show. The award funds are limited.
http://wyomingbusiness.org/content/trade-show-incentives
Contact: Terri Barr, 307-777-2807

Made in Wyoming – The Made in Wyoming program is one of the Wyoming Business Council’s small business retention and expansion programs. This state-branded program assists companies located in the state with the identification and promotion of products made or substantially enhanced in Wyoming.
http://www.madeinwyoming.org/
Contact: Terri Barr, 307-777-2807

State Trade Expansion Program – The Wyoming Business Council was granted the ability by the U.S. Small Business Administration to provide opportunities for Wyoming-based companies to learn about exporting, become export-ready, participate in trade missions and/or receive assistance to attend an international trade show through the State Trade Expansion Program (STEP).
http://wyomingbusiness.org/STEP
Contact: Briana Tanaka, 307-777-6430
Resources

**Workforce Development**

**Wyoming Department of Workforce Services.**
- The state agency offers employers the ability to register their openings and examine the labor pool free of charge with its online job-matching system, Wyoming At Work (https://www.wyomingatwork.com/jobbanks/).
- Additional specialized recruitment and screening services are available at local Workforce Centers located throughout Wyoming.
- Workforce specialists are available to work with your company to identify labor information that will help with decision-making regarding hiring.

Workforce specialists can assist in writing job orders, researching wages and establishing criteria to ensure the job listing is reaching the appropriate audience.

Contact: 307-777-8650
Visit http://doe.state.wy.us/lmi/ for Wyoming labor market information.
Visit http://www.wyomingworkforce.org/ for the Department of Workforce Services home page.

**Workforce Development Training Fund**
- Business Training Grants for Existing Positions provide up to $2,000 per trainee per fiscal year for established Wyoming businesses with existing employees who need a skill upgrade or retraining in their current occupations.
- Business Training Grants for New Positions provide between $1,000 to $4,000 per trainee per fiscal year depending on the employee’s full-time status and wage amount.

Grants for New Positions were developed to assist Wyoming businesses in two ways: Wyoming business expansion and new business recruitment.

- The Pre-Hiring Economic Development Grant Program is designed to train skilled workers in a particular business, businesses or industry. Applications are completed through a partnering of four entities that contribute separate needs or services to the program:
  - A training entity that can deliver the training, certificate or skills the business requires.
  - A business, group of businesses or an industry with a need for workers.
  - The local or regional economic development entity that will work within the local or regional economic network to provide assistance.
  - The local Workforce Center, which will assist in the recruitment of potential skilled workers, along with placement of trained participants.
- Pre-Obligation Grants were developed for the state’s economic development partners working on large relocation or expansion projects. The grant allows economic developers the flexibility to request advance allocation of Workforce Development Training funding in support of a new or expanding business in Wyoming. Pre-Obligation funds may only be requested by economic development entities, and any funding allocated must be disbursed through an approved Pre-Hire Economic Development Grant and/or a Business Training Grant for New Positions.

The Workforce Development Training Fund is administered by the Wyoming Department of Workforce Services. Application forms are available at http://wyomingworkforce.org/businesses/wdtf/

**University of Wyoming Haub School of Environmental and Natural Resources/College of Business** – The University of Wyoming is creating a bachelor of science degree program in natural resources recreation and tourism. Officials envision a program incorporating elements of business, recreation, tourism, human dimensions of natural resource use and environmental studies. The degree is being designed with involvement from stakeholders across the state. The program is expected to launch in fall 2018.
http://www.uwyo.edu/haub/academics/undergraduate-students/bs-in-nrrt.html
Contact: Dan McCoy. 307-766-5081.